citizens;

this community;

Bill 70. Q-83-01-20 (60 anended) RESOLUTION No. R 02-83

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objectives and goals of this City Government for the year 1983.

WHEREAS, the Administration and the Council agree that this

year will be a critical one for this community, in that we are confronted

with ever increasing issues and problems that effect this City and its

Indiana concurring in the identification and establishment of defined

A resolution of the Common Council of the City of Fort Wayne

WHEREAS, as never before, there is a need for the proper and expeditious formation of programs needed to combat the problems of

WHEREAS, so that specific programs may be created, it is necessary, at this time, to identify and establish general goals and priorities of this City government;

WHEREAS, the severe and complex nature of the problems and issues that confront us requires coordination and cooperation between the Administration and Council.

NOW, THEREFORE BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:
SECTION I.

The Common Council does hereby concur in the establishment of the following goals for the year 1983, which goals correctly identify the major problems and issues of this community:

A. Economic Development.

Goal 1: Creation of new jobs through the retention and expansion of existing business;

Goal 2: Creation of new jobs by the attraction of new business.

1		Goal 3: Continued increase in the City's tax base.
2		Goal 4: Reduction of local government red tape through
3		comprehensive review of City regulations.
4		
5	В.	Physical Structure.
6		Goal 1: Improvement of the City's infrastructure.
7		Goal 2: Improvements of neighborhoods and housing
8		Goal 3: Continued development of downtown Fort Wayne.
9		Goal 4: Implementation of the 18 month flood work program.
10		
11	c.	Social and Public Service
12		Goal:1 Assistance to the unemployed with job training and
13		survival.
14		Goal 2: Opposition to unnecessary utility rate increases.
15		Goal 3: Improvement of Police and Crime prevention
16		services.
17		Goal 4: Improvement of race relations and opportunities for
18		minorities.
19		Goal 5: The saving of more lives through the improvement
20		of safety services.
21		Goal 6: The provision animal control.
22		Goal 7: The maintenance and expansion of recreational and
23		cultural activities.
24		
25	D.	City Management
26		Goal 1: Continue innovative management to keep growth in
27		City operating costs below 5%.
28		Goal 2: Continuance of improved labor relations with City

labor unions and employee groups.

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SECTION III.

The Common Council hereby resolves to work with the Administration to implement the necessary programs so that the goals herein stated may be reached.

SECTION IV.

This resolution shall be effective upon passage and approval by the Mayor.

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Councilman

Approved as to form and legality

Bruce O. Boxberger,

City Attorney

INCREASE OF RESPONSIBILITY AND AUTHORITY TO NEIGHBORHOODS Appointments to Boards and Commissions Goal 1: Appointment to community studies and Goal 2: surveys. Participation in seminars, workshop Goal 3: and presentations. SECTION 11. That attached hereto as a part hereof as exhibit A is a more complete outline, with decision, of the goals herein stated and same as made a part hereto: SECTION 111. The Common Council hereby resolves to work with the Administration to implement the necessary programs so that the goals herein stated may be reached. SECTION IV. This resolution shall be effective upon passage and approval by the Mayor. Councilman

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EXHIBIT A

1983 Goals

1983 will be a critical year for the City of Fort Wayne. Traditional urban issues, problems, and decisions will be compounded by the imminent phase-out of International Harvester manufacturing, and the

staggering unemployment gripping this community.

Providing even the most traditional municipal services within tight budget constraints requires prudent fiscal management. Yet the many complex dilemmas confronting Fort Wayne in 1983 necessitate even more extensive planning, coordination, and cooperation than ever before. City residents deserve the greatest possible benefit from every tax dollar. They also deserve a quick and effective response to the changing demands of a rapidly changing community.

In planning for the year ahead, we must determine the most critical problems facing this community, identify the general goals which will address those problems, and develop specific programs which will

ultimately contribute to a solution.

In the past, the city administration has assumed primary responsibility for establishing the agenda and priorities for any given year, while the City Council has weighed the merits of individual programs. At this critical time in our history, that process must change. The City Council must play an active role in determining the goals our government wishes to pursue as well as the means by which to pursue them. Once the goals for the year are identified and agreed upon, both branches of government can work together to implement the means by which to achieve any mutually-desired end.

To initiate Council consideration of primary objectives for 1983, the city administration has introduced a resolution outlining 17 specific goals for city government. These goals are categorized in four basic areas of economic development, physical structure, social and public services, and management. This working paper outlines the reasons for selecting these goals and serves as a basis for Council discussion of

this resolution.

ECONOMIC DEVELOPMENT

GOAL 1: Create new jobs through retention and expansion of existing business.

GOAL 2: Create new jobs by attracting new business.

From the beginning of this century through the 1960s, large scale manufacturers moved into Fort Wayne and began employing city workers on a regular basis. But in the 1970s, that process came to a virtual halt. The city prospered for nearly a decade through expansion of existing businesses and a generally-profitable economy, but when local industries began to feel the pinch of the 1980 recession, the need to initiate a major economic development effort became clearly evident.

Responding to this need, the City of Fort Wayne established the Department of Economic Development in 1981, combining the expertise of the city's Urban Grants office with financial and business planning experts from the Department of Community Development and Planning. The Economic Development Department, in its brief existence, has been

remarkably successful in its efforts to help existing business and to attract new business to the community.

But the prolonged recession has produced near-record unemployment levels in this community, as well as an unprecedented decline in the markets traditionally served by many of Fort Wayne's industries-especially transportation. International Harvester's decision to remove its truck manufacturing operations from this community provides the clearest evidence of this unfortunate trend, and demonstrates the need for far more aggressive action in the area of economic development.

The underlying goal of all economic development programs must be to create new jobs, and creating new jobs must be the number one priority of this community in 1983.

Businesses weigh many factors in deciding where to expand or relocate, but profit is inevitably the bottom line. With adequate investment, local government can influence almost every factor which makes or breaks a profit-based decision. Fort Wayne's excellent location, combined with low-cost readily available land, labor, capital, and financing can attract extensive new development if enhanced by aggressive economic development incentives. But to succeed, the city must be willing to compete at an equal or higher level than other communities. That willingness is measured in one commodity: money. Since each new economic development program will have to be financed within the confines of a strapped municipal budget, the administration and the council will have to develop creative, innovative, and often complex financing techniques in order to be competitive.

Economic development is, and will continue to be, a cooperative effort between the public and private sectors. Here in Fort Wayne, the public sector (city government) has assumed primary responsibility for helping existing business, while the Chamber of Commerce has established itself as the primary agency for attracting new business from outside the community. Each organization has pledged its full support of the other's efforts, with the city providing extensive financial assistance for the Chamber's efforts.

GOAL 3: Continue to increase the city's tax base.

While continued development in the city will provide new jobs and additional tax revenues, aggressive annexation remains a critical means of increasing the city's tax base. With more than \$20 million of assessed valuation annexed or scheduled to be annexed by the end of 1983, this administration and this council will surpass all others in property value added during a four-year period. More important, the current emphasis on annexing relatively undeveloped, unpopulated areas has reduced the costly legal process of remonstrances, while adding valuable commercial and industrial areas to the city's tax base. More important, these annexations have not required a large-scale expansion of city services, thereby reducing the overall cost of annexation even further. The city must continue this important process in 1983.

GOAL 4: Reduce local government red tape through comprehensive review of city regulations.

Like many cities, Fort Wayne's legal statutes date back many years to a very different society than that in which we live today. Accordingly, many of the business regulations, license requirements, and other ordinances still on the books are simply not relevant in the modern world. The Mayor's Red Tape Commission, established in February of 1982, began the first-ever comprehensive review of city regulations that effect local business. In 1983, the administration and City Council must continue to review local regulations for unnecessary red tape, and eliminate every possible burden on the business community.

PHYSICAL STRUCTURE

GOAL 1: Improve the city's infrastructure

Economic development incentives are virtually useless unless the community can provide a sound, well-maintained physical structure on which to build. With more than 700 miles of water lines, 800 miles of sewer lines, and 750 miles of streets and highways, the city must dedicate itself to a constant program of infrastructure maintenance.

Businesses and individual city residents expect and deserve the most efficient public works available. An interruption in water or sewer service, or excessive vehicle damage caused by poorly maintained streets can quickly put business out of business. Therefore, the city must continue to upgrade its infrastructure in every way possible and affordable.

The recent investment of \$50 million to improve the Water Pollution Control Plant and the equally important \$18 million expansion of the Water Filtration Plant provide the city with excess water and sewer capacity and tremendous potential for serving the needs of new industrial and residential growth for decades to come.

The city's efforts to increase the annual amount of routine maintenance to roads, sewer lines, and water lines have helped to keep pace with the inevitable deterioration of these physical structures, but the work must continue without interruption. Therefore, the city must dedicate itself to continued infrastructure improvements in 1983 and beyond.

GOAL 2: Improve neighborhoods and housing.

The condition of our neighborhoods and housing can also play a critical role in the economic upgrading of our community. In fact, one of Fort Wayne's greatest attractions to business people and their employees is the remarkably low cost of homes in and around this community, and the outstanding condition of neighborhoods in all parts of the city.

To maintain this strength requires constant attention to the physical structure of our residential areas, such as streets, curbs, and sidewalks, as well as to homes themselves. Through block grants, Housing and Neighborhood Development Services, and other community development programs, Fort Wayne has made tremendous progress in the area of neighborhood improvements, with unprecedented neighborhood capital improvements scheduled for 1983. As a result, Fort Wayne's housing market provides a better value than ever before.

GOAL 3: Continue Fort Wayne's downtown renaissance.

While neighborhood improvements enhance residential life, the central city remains the focus of attention for the entire community, and the most visible sign of a community in transition. More than 25 revitalization projects totalling more than \$150 million are now completed, in construction, or in the final stages of financing. A progressive new look is beginning to emerge in downtown Fort Wayne.

Downtown revitalization is a never-ending process. Maintaining the flow of new projects requires a constant cycle of idea development, planning, design, and highly-complex financial packaging. The importance of downtown as a tax base and as a symbol of the city's overall progress cannot be underestimated. Therefore, the city must commit itself to a full-scale continuation of the downtown renaissance now taking place.

GOAL 4: Implement the 18 month flood work program.

The flood of 1982 brought out the best in the city's people. But it also demonstrated the ever-present potential for extensive damage to property and danger to human life. Permanent solutions to Fort Wayne's flooding problems have been designed, debated, and delayed for nearly 70 years. During this time, continued flooding has cost local government, businesses, and individual property owners millions of dollars.

Though permanent solutions <u>are</u> being pursued, and the merits of those proposed solutions subject to continued debate, the city must continue to pursue other more localized measures of flood control to help prevent a recurrence of such extensive property damage from flooding.

Therefore, the city must aggressively pursue the 18 month flood work program of dike improvements, backwater gates, channel improvements, land acquisition, and other measures which will help prevent flood damage on a scale witnessed in 1982. (NOTE: The 18 month flood plan does not include the multi-million dollar Trier Ditch cutoff proposal or any other "permanent" solution.)

SOCIAL AND PUBLIC SERVICES

GOAL 1: Assist the unemployed with job training and survival.

Unemployment has become a national and local emergency. Under normal circumstances, local governments are not expected to assist the unemployed in any way. Such social and economic services are left to the state and federal governments, as well as privately funded social service agencies. But Fort Wayne is confronted with a unique and detrimental situation, since unemployment has reached such serious levels that it detracts from the city's overall economy and therefore deters economic development efforts in general. More important, unemployment has become so serious that it threatens the personal safety and well being of thousands of city residents. Such extraordinary circumstances warrant extraordinary efforts on the part of local government—but only for the duration of the crisis.

Fort Wayne and Allen County provide a myriad of social services through a wide-variety of agencies. In meeting with these organizations, the Mayor's Unemployment Task Force has identified a number of gaps which can be eased somewhat through local government involvement. The increased demand for assistance with housing, utilities, food and medical needs has pressed social service agencies to the breaking point. Local government must help alleviate the shortfall until this unemployment crisis is over.

Local government must also assist the unemployed improving job training and job placement programs. Because of the city's overall management of the Fort Wayne Area CETA Consortium, job training has evolved as a city responsibility. Consequently, we must direct the resources of this existing agency to help those most in need of training

and retraining.

Yet the basic problem with job training will remain: so many of those who need jobs simply cannot be trained for the types of jobs available in this economy. Therefore, local government must work with social service agencies and local industry to assess job skills and job placement as well as training.

GOAL 2: Oppose unnecessary utility rate increases.

Fort Wayne has established itself as a national leader in municipal opposition to unwarranted utility rate increases. As managers of our own utility, we have set a sound example of "consumer first" management by making every possible budget cut and management innovation before requesting any rate increase. Fort Wayne's aggressive intervention in utility rate cases has saved consumers millions of dollars over the past three years, with tens of thousands of dollars saved by city government. Rising utility costs place an undue burden on the unemployed and elderly residents of this community trying to get by on fixed incomes in a very difficult economy. Our continued efforts to oppose these rate increases provides much assistance to these individuals, and helps to keep business costs low—thereby helping to attract new jobs to the community.

GOAL 3: Improve police and crime prevention services.

Fort Wayne's crime rate is low and declining. At least a portion of this trend can be attributed to management improvements which have placed more officers on the force and more officers on the streets to protect our citizens. Yet crime rates measure only eight major crimes. The people of this community are just as concerned about the more frequent annoyances of urban life: speeding cars, drunk drivers, loud vehicles, vandalism, junk cars, abandoned houses, and dozens of other neighborhood problems.

To better enforce the laws which protect our citizens from crime Fort Wayne must bring police officers closer to the community. We must also make further improvements in the area of crime prevention, so that citizens can help protect themselves and their neighbors. The reinstitution of beat patrols and horse patrols, as well as the establishment of a community relations division and an enlarged crime prevention bureau have helped to achieve this goal. Yet further

improvements can still be made. Fighting crime must remain a top priority in 1983.

GOAL 4: Improve race relations and opportunities for minorities.

When this administration assumed office, 22 unresolved discrimination cases were pending against the City of Fort Wayne. All of these cases were resolved in a matter of months. At the same time, the city adopted a completely-rewritten Affirmative Action/ Equal Employment Opportunity plan. This plan provided for regular monitoring on a department by department basis, and has been enforced to the letter. Some 20 percent of all board and commission appointments have gone to minorities and women, more than 15 percent of all city employees are minorities, and more than 34 percent are minorities or women.

Despite these many accomplishments, the city recognizes that affirmative action is a process, not an end in itself. The work to eliminate discrimination and provide equal opportunities must continue within city government and throughout the community as a whole. Through continued attention to city hiring and appointments, as well as additional assistance to minority businesses and improvements to Fort Wayne's inner city neighborhoods, affirmative action will remain a goal in 1983.

GOAL 5: Save more lives through improved safety services.

Saving lives is without a doubt one of the highest priorities of municipal government. Fort Wayne has proved itself a leader in public safety improvements, with a complete revamping of EMS operations, model traffic enforcement programs, and constant updating of firefighting equipment, training and techniques. In addition, the city has undertaken numerous steps to improve traffic flow, thereby saving energy and helping to prevent accidents.

As our new EMS system continues to evolve, the city must dedicate itself to the minor changes which will no doubt be necessary to save more lives within the community. Likewise, the city must be willing to take advantage of the changing technologies which can enhance all our safety departments. Finally, we must continue to crack down on those who would violate traffic laws, further reduce the number of traffic signals, and better synchronize those which cannot be eliminated.

GOAL 6: Provide better animal control.

With a new animal control ordinance, additional humane officers patrolling our neighborhoods, and a full time education officer to provide information for the community, the Fort Wayne Humane Shelter has realized a 39 percent decline in the number of stray animals being brought into the shelter in the past five years. Neighborhood patrols have also reduced dog pack complaints substantially over 1981 levels.

Since Fort Wayne's animal control ordinance is new and untested, the city will have to fine tune this legislation throughout the year. Already, adjustments in fine levels are being considered, which will make fines low enough to be justified by the courts, but high enough to remain a deterrent to potential violators. Perhaps the most important goal for 1983's animal control effort is the establishment in some form of

a low-cost spay-neuter service, which will make animal sterilization more accessible and affordable to all citizens regardless of income, and help to alleviate overpopulation of domestic animals.

GOAL 7: Maintain and expand the city's recreational and cultural activities.

The 1980 Gold Medal Award presented to the Fort Wayne Parks and Recreation Department clearly demonstrated the superb recreational opportunities available in the city. The \$7 million park bond issue has funded much-needed upgrading of our park system, as well as providing substantial improvements which greatly benefit the people of this community. 1983 will see completion of the downtown botanical garden and conservatory as well as the new museum of art. Substantial progress should also be made on the Fort Wayne rivergreenway park.

As these new projects become part of our recreational and cultural base, we must continue to develop new ideas, with careful attention to our ability to maintain all the grounds and facilities within the limits of future budgets. Our long range goal must be to expand recreational opportunities but to provide first-rate maintenance of all that we build.

CITY MANAGEMENT

GOAL 1: Continue innovative management to keep growth in city operating costs low.

The 1973 property tax freeze coupled with rapidly escalating government costs has drastically reduced the number of real dollars (adjusted for inflation) available to city government. Yet creative innovative management, and aggressive pursuit of alternative funds has enabled Fort Wayne to retain and even improve all basic city services without fees, with enough funds left over to tackle economic development and unprecedented assistance for the unemployed.

Data processing expansion, dramatically increased central purchasing, personnel reductions in utility departments, less outside contracting for street services, and establishment of a centralized garage are only a few of the innovations implemented to help reduce government costs, and make funds available for other beneficial purposes. These innovations must continue to keep growth of governmental operating costs at the low levels maintained so far, while continuing to provide the many services expected by city residents.

GOAL 2: Continue to improve labor relations with city unions.

With few exceptions, relations between city labor and management have been cooperative, profitable, and beneficial to municipal workers and the citizens they serve. Effective labor relations play a critical role in the day-to-day operation of city government, and contribute substantially to maintaining reasonable operating costs. At the same time, workers benefit from improved working conditions, and the best salary and benefits possible within the limits of the city budget. Continuation of these positive relationships must be a priority in 1983.

INCREASE OF RESPONSIBILITY AND AUTHORITY TO NEIGHBORHOODS

Attention by city government to the neighborhoods has increased over the past few years. Neighborhoods have responded well. iCity government must, however, solicit even more neighborhood/community input and recommendations.

City government recognizes that, with increased neighborhood input and responsibility, additional authority must be extended to these bodies.

To implement this goal, more authority must be delegated:

- GOAL 1: City government will make appointments of additional neighborhood people to city boards and commissions
- GOAL 2: Community studies and surveys, undertaken by city government, will include heavy representation from neighborhood groups.
- GOAL 3: City government will invite neighborhood representatives to participate in seminars, workshops and presentations as conducted by it or outside vendors.

Amendment made by J. Stier - 1/25/83 - Committee Session

"EXHIBIT A"

Holo 1/26

BILL NO. R-83-01-20	
REPORT OF THE COMMITTI	EE ON PUBLIC RELATIONS
WE, YOUR COMMITTEE ON PUBLIC RELATIONS	
ORXXXXXXX A RESOLUTION of the Common C	ouncil of the City of Fort
Wayne, Indiana concurring in the ident	ification and establishment of
defined objectives and goals of the Ci	ty Government of the year 198
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ROY J. SCHOMBURG, VICE CHAIRMAN	III Lefching
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1-25-8	3 CONCURRED IN
	CONCURRED IN

DATE CHARLES W. WESTERMAN, CITY CLERK

SECTION 1 - PAGE 2 ADD AT LINE 30

E. LNCREASE OF FESPONSIBILITY AND AUTHORITY TO NEIGHBORHOUDS

GOAL 1: APPOINTMENTS TO BOARDS AND COMMISSONS,

GUAL 2: APPOINTMENTS TO COMMUNITY STUDIES AND SURVEYS.

GOAL 3: PARTICIPATION IN SEMINARS, WOOKSHOPS AND PRESENTATIONS.

EXHIBIT A - 1983 GOALS ADD PAGE 8

INCREASE OF RESPONSIBILITY AND AUTHORITY

TO NEIGHBORHOODS

ATTENTION BY CITY GOVERNMENT TO THE NEIGHBORHOODS HAS INCREASED OVER THE PAST FEW YEARS. NEIGHBORHOODS HAVE LES PUNDED WELL, CITY GOVERNMENT MUST, HOWEVER, SOLICIT EVEN MORE NEIGHBORHOOD COMMUNITY INPUT AND PECOMMENDATIONS.

CITY GOVERNMENT LECOGNIZES THAT, WITH
INCREASED NEIGHBORHOOD INPUT AND RESPONSIBILITY
ADDITIONAL AUTHORITY MUST BE EXTENDED TO
THESE BODIES.

MUST BE DELEGATED:

GOAL 1: CITY GOVERNMENT WILL MAKE

ASSITTIONS APPOINTMENTS OF ADDITIONAL

NEIGHBORHOD PEOPLE TO CITY

BOARDS AND COMMISSONS

GOALZ: COMMUNITY STUDIES AND SURVEYS,

UNDERTAKEN BY CITY GOVERNMENT,

WILL INCLUDE HEAVY REPRESENTATION

FROM NEIGHBORHOOD GROUPS.

GOAL 3: CITY COVERNMENT WILL INVITE

NEIGH ADAHOSO REPRESENTATIVES TO

PARTICIPATE IN SEMINARS, WORK SHOPS

AND PREPENTATIONS AS CONDUCTED

BY IT OR OUTSIDE VENDORS.

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DIGEST SHEET

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DIGEST SHEET (as anender) Q-83-01-20
TITLE OF ORDINANCE Resolution establishing priorities for 1983
DEPARTMENT REQUESTING ORDINANCE Administration
SYNOPSIS OF ORDINANCE Identify and establish priorities for the City
for the year 1983
EFFECT OF PASSAGE Allow specific identification of problems and
implementation of programs to deal with same
EFFECT OF NON-PASSAGE .
MONEY INVOLVED (DIRECT COSTS, EXPENDITURES, SAVINGS)
ASSIGNED TO COMMITTEE (PRESIDENT) Committee of the Whee-